

Section 6-2. PME COURSE DESCRIPTIONS

Descriptions of the various PME programs follow.

ARMY WAR COLLEGE RESIDENT PROGRAM

<http://carlisle-www.army.mil>

PROGRAM DATES: July through June

LOCATION: Carlisle, Pennsylvania

ELIGIBILITY: DLAMP participants, grades GS 14-15; GS-13 by exception

DEGREE GRANTED: Master of Strategic Studies - currently in the accreditation process

SECURITY CLEARANCE REQUIREMENTS: Top Secret

Applicants must have or be able to obtain a Top Secret clearance with a special background investigation (SBI) that will not expire during the academic year.

The Army War College prepares military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations. Participants who attend the Army War College study the role of landpower, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. Participants learn these concepts through case studies, exercises, and war games.

The Army War College produces graduates who are able to perform in a strategic national security environment. The curriculum focuses more on process than on product. Teaching methods emphasize theory, concepts, systems, and the impact on the national security decision-making process. The teaching process brings the curriculum alive by blending vignettes and historical examples with current events to help participants understand the demands of leadership at the strategic level. Class activities emphasize U.S. national military strategy and its linkages with geopolitical factors of national security strategy.

Instruction is conducted at the graduate level using rigorous active and experimental learning techniques, wherein learning occurs by doing or participating rather than by just hearing or seeing. The faculty seeks to stimulate creative and critical thinking, thereby enhancing each participant's ability to think and communicate conceptually. Joint awareness and perspective underlie the Army War College philosophy, exemplified by the mix of participants in each seminar.

The academic year consists of approximately 200 academic days divided into three terms.

- Term I is comprised of three primary core courses -- Course 1, "Responsible Command"; Course 2, "War, National Policy, and Strategy"; and Course 3, "Implementing National Military Strategy." Term I ends in January after the winter recess.
- Term II consists of two advanced courses (electives), the Regional Strategic Appraisal, and the Strategic Crisis Exercise, which takes place during the final two weeks of the term. Term II ends in late March.
- Term III consists of four advanced courses followed by National Security Seminar Week and graduation.

ARMY WAR COLLEGE NON-RESIDENT PROGRAM

<http://carlisle-www.army.mil>

PROGRAM DATES: July, Year 1 through July, Year 2

LOCATION: On-line, with resident segments in Carlisle, Pennsylvania

ELIGIBILITY: DLAMP participants, grades GS 14-15; GS-13 by exception

DEGREE GRANTED: Master of Strategic Studies - currently in the accreditation process

SECURITY CLEARANCE REQUIREMENTS: Top Secret

Applicants must have or be able to obtain a Top Secret clearance with a special background investigation (SBI) that will not expire during the academic year.

The Army War College Non-Resident program prepares selected military and civilian leaders to assume strategic responsibilities in military and national security organizations. Its objectives are to educate students about the employment of land power as part of a unified, joint, or multinational force in support of the national military strategy pursuant to a Masters Degree in Strategic Studies; to research operational and strategic issues; and to conduct outreach programs that benefit the USAWC, the US Army, and the Nation. The two-year non-resident program consists of a series of ten courses conducted in a distance-learning format, and two resident courses completed at the end the first and second years in the program. Each student is assigned a faculty advisor who provides guidance and assistance throughout the academic process.

The curriculum centers on theory and application of strategy in the context of responsible command, national defense, and military art and science. The program of instruction is conducted at the graduate level and is rigorous. Each course is composed of several lessons; each consists of selected readings and other educational materials that support the course objectives. Course performance is evaluated through writing and exercise requirements. In the resident courses students synthesize individual solutions in seminar group sessions, attend lectures, and study classified materials relevant to course instruction.

The curriculum consists of the following sequential courses:

Year 1: The non-resident courses are Strategic Leader Education, The Nature and Theory of War, Strategy and the Use of Power, National Security Policy and Strategy and DoD-Organization, Planning and Strategy. The resident course is Strategic Leadership in a Global Environment.

Year 2: The non-resident courses are Regional Strategic Appraisals, Theater Strategy, Joint and Combined Theater Warfare, Military Operation Other than War and Conflict Termination, and Strategic Challenges for the 21st Century. The resident course is Leadership in Current and Future Warfare.

COLLEGE OF NAVAL WARFARE

<http://www.nwc.navy.mil>

PROGRAM DATES: August through June;
November through November (two month summer break); or
March through March (two month summer break)

LOCATION: Newport, Rhode Island

ELIGIBILITY: DLAMP participants, grades GS 14-15; GS-13 by exception; Bachelor's degree

DEGREE GRANTED: Master of Arts degree in National Security and Strategic Studies

SECURITY CLEARANCE REQUIREMENTS: Secret

The Naval War College academic year consists of three trimesters, each about three months in length. While the ten-month academic year traditionally opens with a formal convocation in August and concludes with a graduation ceremony in June, some participants begin their year of studies in March or November. The basic academic unit is the seminar, each consisting of 10 to 15 participants moderated by 1 or 2 professors. Seminar discussion classes are augmented by lectures and, where appropriate, war-gaming of dynamic case scenarios. Term papers, essays, and written examinations are integral to each course of study.

The curriculum is based upon: Strategy and Policy, National Security Decision Making, and Joint Military Operations, and a multi-disciplinary Electives Program. Courses in each of these four areas provide an in-depth perspective to the study of conflict, its causes, and resolutions.

The Strategy and Policy Department designed courses to teach strategic thinking. The theory and application of warfare, from the time of Athenian sea power through the present along with strategic themes, emphasize how a nation's policy and military are used to meet national goals.

National Security Decision Making courses are uniquely designed for the civilian and military executive. They encompass the economic, political, and military factors common to decision making in the national security arena. Case studies explore contemporary nuclear, conventional, and contingency force planning issues. Participants are challenged to develop solutions integrating the competing demands inherent in planning, selecting, and securing future military forces.

Courses offered by the Joint Military Operations Department focus on planning and conducting joint and combined military operations in support of national and alliance strategic goals. Emphasis is placed on the strategic and operational concepts used in the employment of military forces across the full spectrum of conflict. The operational level of war is examined through the use of real-world case studies and war gaming.

The Electives Program enriches the core curriculum. Electives provide participants with the opportunity to explore subjects not included in the core curriculum, or to further investigate elements of the curriculum. Elective subjects range from military theory to area studies, international relations to professional ethics, and international law to media relations.

AIR WAR COLLEGE
<http://www.au.af.mil/au/awc>

PROGRAM DATES: August through June

LOCATION: Maxwell AFB, Montgomery, Alabama

ELIGIBILITY: DLAMP participants, grades GS 14-15, with a Bachelor's degree

DEGREE GRANTED: Masters of Strategic Studies - in the accreditation process

SECURITY CLEARANCE REQUIREMENTS: Top Secret

Applicants must have or be able to obtain a Top Secret clearance based on a current (within 5 years) Special Background Investigation (SBI) or a Single Scope Background Investigation (SSBI).

The Air War College is the Air Force's senior professional military education school. It strives to educate senior officers (O-5s and O-6s) and US civilian equivalents, for responsibilities and roles at the strategic level in the employment of air and space forces, emphasizing joint operations.

The Core Curriculum Program is designed and taught by military and civilian faculty from five core departments: Future Conflict Studies, Strategy Doctrine and Air Power, International Security Studies, Joint Force Employment, and Leadership and Ethics. The Core Electives Program complements the core curriculum. Participants have the opportunity to study areas of personal and professional interest during the four academic terms. The Regional Studies Program complements the curriculum and includes academic and field study travel to a regional unified command responsible for implementing national military strategies.

The academic year begins in August with the Future Conflict Studies, which establishes the tone for the academic year by challenging participants to think critically and creatively in a fast-paced world experiencing exponential change. The Leadership and Ethics curriculum is taught throughout the academic year, reinforcing leadership principles. In mid-September, the curriculum transitions into Strategy Doctrine and Air Power, where air power is explored through historical lessons and current doctrines and strategies. At the end of November, the curriculum transitions into International Security Studies. For a full three months, participants gain an appreciation for how national security policy is developed and the impact of international political and economic environments. The Joint Force Employment curriculum is taught from January to June. This core provides the foundation for joint and combined operations. In February and March, participants travel for two weeks to their regional area of study. In May, participants experience a two-week war game "Tandem Challenge," a one-week National Security Forum, and a SECAF-sponsored event, featuring nationally recognized speakers and subject matter experts in national security issues from around the world.

MARINE CORPS WAR COLLEGE

<http://www.mcu.usmc.mil/mcwar/default.cfm>

PROGRAM DATES: August through June

LOCATION: Marine Corps Base, Quantico, Virginia

ELIGIBILITY: DLAMP participants, grades GS 14-15, with a Bachelor's degree

DEGREE GRANTED: None

SECURITY CLEARANCE REQUIREMENTS: Top Secret (TS) – Special Compartmented Information (SCI).

The Marine Corps War College (MCWC) believes that senior military and civilian leaders must balance military competence with an understanding of the political, economic, social, and informational environments which influence the formulation of national strategy.

The MCWC uses active teaching methods, where participants are accountable to both the faculty and their peers for their participation. MCWC's small participant body and low participant-to-faculty ratio enhance this active learning experience. The participant body generally consists of seven Marine officers; two officers each from the Navy, Air Force, and Army; one Coast Guard officer; a representative from the Department of State; and a Department of Defense civilian. All participants are O-5's, O-6's or civilian equivalent. Instructional methods and techniques include extensive reading, seminars, formal and informal presentations, tutorials, case studies, research, writing, war games, decision exercises, and examinations. Educational objectives are to:

- Provide an intellectual foundation using lessons and experience from the past to develop national military strategies.
- Analyze and evaluate national security issues by studying the relationships among policy, strategy, political, economic, and social forces; along with the application of joint military power.
- Develop sensitivity and skills in the employment of joint military forces to achieve national objectives.
- Provide a top-level education focusing on combining operational competence with sound military judgment and strategic thinking.

The Marine Corps War College's curriculum consists of: War, Policy, and Strategy; National Security and Joint Warfare; Regional Studies; General Studies; Independent Research Project; and Joint Professional Military Education. Participants travel both domestically and internationally to meet with senior government and civilian leaders responsible for formulating national policy and strategy. Such travel, integrated throughout the curriculum, complements the National Security and Joint Warfare Course and the Regional Studies Course.

NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
<http://www.ndu.edu>

PROGRAM DATES: August through June

LOCATION: Fort Lesley J. McNair, Washington, DC

ELIGIBILITY: DLAMP participants, grades GS 14-15, with at least a Bachelor's degree (Master's degree preferred). Must have a background related to the focus of the curriculum.

DEGREE GRANTED: Master's Degree in National Security Strategy

SECURITY CLEARANCE REQUIREMENTS: Top Secret with Special Background Investigation

The National War College (NWC) conducts a senior-level course of study in national security policy and strategy to prepare future leaders of the Armed Forces and federal officials for high-level policy, command, and staff responsibilities. The NWC focuses on national security policy and strategy, and emphasizes the joint and interagency perspective. Reflecting this emphasis, 75 percent of the participant body is composed of equal representation from the land, sea (including Marine and Coast Guard), and air Services, with the remaining 25 percent drawn from the Department of State and other Federal departments and agencies. In addition, international fellows from a number of countries join the participant body.

The National War College curriculum is composed of a core program, and advanced and regional studies.

- A common core program is required of all participants. It provides grounding in national security strategy and policy, and military strategy and operations. The core curriculum focuses on the domestic and international contexts in which national security policy is developed, national security organizations and decision-making processes, and the formulation and implementation of military strategy.
- The advanced studies program complements the core curriculum. The college offers a wide range of courses which provide participants the opportunity to broaden and deepen their study.
- The college conducts a regional studies program throughout the year. The program begins soon after the start of the academic year when participants register preferences to study particular regions of the world. The program builds throughout the year and culminates in May with a two-week visit to the region, where participants will meet with key leaders, foreign affairs officials, and senior military commanders to study first-hand their security concerns, military capabilities, and perceptions of U.S. policy.

At the conclusion of the curriculum, participants will understand that national security strategy and policy are formulated and implemented within international and domestic political processes and environments that are dynamic, changing, and replete with competing interests.

**NATIONAL DEFENSE UNIVERSITY
INDUSTRIAL COLLEGE OF THE ARMED FORCES**

<http://www.ndu.edu>

PROGRAM DATES: August through June

LOCATION: Fort Lesley J. McNair, Washington, DC

ELIGIBILITY: DLAMP participants, grades GS 14-15, with at least a Bachelor's degree (Master's degree preferred). Must have a background related to the focus of the curriculum.

DEGREE GRANTED: Master of Science degree in National Resource Strategy.

SECURITY CLEARANCE REQUIREMENTS: Top Secret with Special Background Investigation

Industrial College of the Armed Forces (ICAF) is the nation's only educational institution that emphasizes the management of national resources to support national security strategy. The curriculum provides a broad education in national security strategy and national military strategy with the major emphasis on resources management. The academic program is specifically designed for a participant body already highly experienced and successful in military and civilian professions devoted to designing and resourcing the different facets of national security.

The College's approach to education focuses on broad-based national security decision making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training. ICAF focuses on enhancing the ability of its participants to have strategic vision, develop strategic plans, lead at strategic levels, take critical advantage of the information revolution, and create environments that put the highest value on consideration of others and ethical behavior. Intrinsic to this is the internalization of a joint, interagency perspective and a broad education that places national security decisions in the context of historical, political, social, economic, and military trends.

During the first half of their studies, participants study grand strategy and development of a national security strategy. The second half of the year's program builds upon this foundation by studying the resource component of national security strategy issues, players, policies, and processes in the public and private sectors and the linkages between the two. Underlying all of the core studies throughout the year are the themes of ethics, consideration of others, information dominance, and writing.

The curriculum consists of interrelated courses presented in a balanced mix of seminars, lectures, and field studies. Structured to emphasize active learning, the curriculum employs the case-study method, complemented by extensive participant reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program. An integral part of the learning process is assessment and feedback. During the course of the year, faculty advisors and instructors evaluate each participant and provide feedback on performance and potential across a full spectrum of academic activities. ICAF graduates are unique among senior officials in that they are knowledgeable in both strategic planning and resource management.